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- LAUT, A. C. *The fur trade of America*. (New York: Macmillan. 1921. Pp. xv, 341. \$6.)
- MOLLAT, G. *Volkswirtschaftliches Quellenbuch. Eine Einführung in der Geschichte, der Theorie und den Praxis von Handel, Industrie und Verkehr*. (Osterwieck: Zickfeld. 1920. 15 M.)
- MORSE, H. B. *The trade and administration of China*. Third edition revised. (New York: Longmans. 1921. Pp. xvi, 505. \$9.)
- MOSSDORF, O. *Die Förderung des japanischen Aussenhandels im Weltkrieg*. (Berlin: Curtius. 1920. 3.50 M.)
- MUNGER, T. L. *Detroit and world-trade; a survey of the city's present and potential foreign trade and seaboard traffic, and the facilities therefor, with special reference to the proposed St. Lawrence deep waterway to the sea*. (Detroit: Board of Commerce. 1920. Pp. 117.)
- PORTER, E. H. *Constructive economic policies. Coöperation and prices. Needs of present day marketing. Problems of food distribution*. (Albany: N. Y. State Dept. of Farms and Markets. 1921. Pp. 17, 16, 16, 13.)
- ROORBACH, G. B., editor. *The international trade situation*. (Philadelphia: Am. Acad. Pol. & Soc. Sci. 1921. Pp. viii, 227. \$1.)
- SAX, E. *Land und Wasserstrassen, Post, Telegraph, Telephon. Die Verkehrsmittel in Volks- und Staatswirtschaft, vol. II*. (Berlin: Springer. 1919. Pp. ix, 533.)
- SCHMIDT. *Internationaler Zahlungsverkehr und Wechselverkehr. Der Zahlungsverkehr, vol. 2*. (Leipzig: Glöckner. 1919. Pp. x, 406.)
- WILLMS, M. *Zur Frage der Rohstoffversorgung der deutschen Jute-Industrie. Probleme der Weltwirtschaft, 34*. (Jena: Fischer. 1920. Pp. 77. 12 M.)
- Annual statement of trade of the United Kingdom with foreign countries and British possessions in 1919, compared with the four preceding years*. (London: King. 1921. Vol. I, pp. 945, 10s; vol. II, pp. 1093, 6s.)
- Kelly's directory of merchants, manufacturers and shippers of the world. A guide to the export and import shipping and manufacturing industries*. Vols. I and II. 34th edition. (London: Kelly's Directories, Ltd. 1920. Pp. cclxxii, 3235; cxxi, 1800. 50s.)
- Markets of the world; a series of economic maps and statistical abstracts of the principal countries of the world*. (Boston: First National Bank. 1920.)
- Sixty-second annual report, for the year 1919-1920, New York State Chamber of Commerce*. (Albany. 1920. Pp. 81.)

### Accounting, Business Methods, Investments, and the Exchanges

- How to Manage Men. The Principles of Employing Labor*. By E. H. FISH. (New York: The Engineering Magazine Company. 1920. Pp. xii, 337.)

A great deal of attention has been directed during the past five years

to personnel administration. A variety of methods and principles have been tried out. Various articles and conferences have emphasized the necessity of establishing employment departments and of formulating practical employment policies. Mr. Fish's book is an attempt to emphasize both the science and the art of handling personnel and to bring together and codify, as it were, the best practices and principles in the employing and managing of labor. While the volume does not mark an epoch in the history of employment management, yet it adds much to the accumulating literature on this subject.

The book is divided into four parts. Part I sets forth the need for a general policy on the part of the management in working out labor relations, the standards for selecting and training employment managers, the machinery for hiring the workers, the rating of labor turnover, and the principles by which to judge the work of the employment department. Part II deals with the problems of the employment manager, such as development of the labor supply, selection, placement, follow-up, attendance and transfer of employees, employment of the office force, employment of women, minors and cripples, and the relation of safety engineering to employment. Part III is concerned with the promotion of industrial relations, the rights and duties of labor, hours, the operation of a commissary department, housing, sanitation, recreation, and reasons for labor turnover. Part IV takes up the subject of industrial education.

The purpose of the volume, so we are told in the preface, is "to help its readers to think, and to think clearly, on the whole matter of the relations between workers and employers." The point of view from which the author writes is that of the management. What he has to say is especially for general managers, employment supervisors, superintendents, and foremen. While these are the special classes to which this work will appeal, yet it will be worthy of the attention of the general reader, the social worker, the industrial educator, and the student of personnel problems in general.

There are some defects in treatment as, for example, too much exhortation, repetition and overlapping, and the inclusion of certain chapters that are too popular for a book on principles. The book is not scientific. It brings forth very little that is new. It is not a textbook on employment management in spite of its subtitle, "The principles of employing labor." While the whole field of employment problems is covered, and while the author usually reaches valid conclusions, yet his treatise lacks the scientific spirit. There are no citations of authority, no footnotes and no bibliographies. There is no attempt to present a theory of employment management, other than merely emphasizing the overworked human factor in industry. He makes no

distinction between the personnel department and the employment department, in spite of the fact that in many plants the latter has to do only with the hiring of employees. While he means by employment management the entire administration of personnel and not simply the selection of the working force, yet he does not put forth any underlying philosophy upon which to evaluate such management. He does not maintain, as he might safely have done, that personnel administration is a major function of staff organization, and that perhaps only upon such grounds can it justify its existence in industrial organization.

In the main, the volume is an excellent, more or less compendious, handbook for managers, superintendents and foremen. It is certainly worth being consulted by every industrial plant that has or is planning to have a personnel department. It is attractively printed, is arranged in short chapters, and will be valuable for collateral reading in a course in employment management. Some of the best chapters are those on Rating Labor Turnover, Developing the Labor Supply, Collective Bargaining, Follow-up in the Shop, The Employment of the Office Force, Safety Engineering as Related to Employment, and The Rights and Duties of Labor.

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#### NEW BOOKS

- ARMSTRONG, G. S. *Essentials of industrial costing*. (New York: Appleton. 1921.)
- BALL, J. S. *Farm inventories*. Farmers' bull. 1182. (Washington: Dept. Agri. 1920. Pp. 31.)
- BASSET, W. R. *Putting a business in balance*. The organization of modern business, no. 10. (New York: Miller, Franklin, Basset & Co. 1921. Pp. 16.)
- BENNETT, G. W. *Accounting, principles and practice*, vol. I. (New York: Biddle Business Publications. 1920. Pp. xli, 430.)
- BERNHARDT, J. *Government control of the sugar industry in the United States. An account of the work of the United States food administration and the United States Sugar Equalization Board, Inc.* (New York: Macmillan. 1920. Pp. 272.)

An article which appeared in the August, 1919, number of the *Quarterly Journal of Economics*, has been expanded into this complete history of the control of the sugar industry, 1917-1920. It is an extremely well written and complete narrative, explaining in essential detail the machinery devised to solve a most difficult problem—that of increasing the sugar supply while keeping down the price. The important agreements, the certificate of incorporation of the United States Sugar Equalization Board, its by-laws, etc., are found in the appendix. There is also a section of statistical tables, and an index.

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